

Agency Human Resource Services

AHRS Periodical



Virginia Department of
HUMAN RESOURCE
MANAGEMENT

New PMIS Transaction—PSE029 RESTORE

DHRM is pleased to announce that a brand new PMIS transaction is now available to all agencies with PMIS access.

The new **PSE029 RESTORE** transaction will make it possible for Agencies to “UNDO” erroneous resignations, retirements, or separations in PMIS. When used correctly, this transaction will RESTORE an employee’s Terminated record back to Active Status. This transaction will be available to all PMIS users with update capability.

In order to gain access to the PSE029 transaction, you will first need to complete a short training course available in the Knowledge Center. To access the training, please refer to this guide available on the DHRM ITECH website:

<http://web1.dhrm.virginia.gov/itech/files/AccessingPSE029TrainingInTheKnowledgeCenter.pdf>.

This course will show images of the transaction screens and provide instructions for completing the required data fields. Once you have successfully completed the on-line training, you will receive access to the transaction.

AHRS and ITech Staff will continue to partner to develop long-term solutions to support additional transactions process improvements. Thank you for your continued patience and suggestions, and please contact [i-Help](#) if you have questions.

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Statewide Pay Action Summary Report for January — March 2013

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	612	610	1.80
Change of Duties Salary	268	266	7.66
Competitive Salary Offer	32	32	14.19
Competitive Voluntary Transfer	431	309	9.39
Disciplinary Demotion	7	7	-8.86
Disciplinary Pay Action	1	1	-5.00
Downward Role Change	12		
End Temp Pay: Acting Status	106	106	-8.35
End Temp Pay: Additional Duties	66	66	-8.23
End Temp Pay: Special Assgnmnt	7	7	-8.11
Field Change	23	22	10.12
Internal Alignment Salary	650	647	6.50
Lateral Role Change	98	23	7.57
New Knowledge/Skills/Abilities	408	407	6.05
Non-Competitive Voluntry Trans	301	119	7.33
Non-Routine	80	80	7.36
Perf Reduction Salary/Duties	2	2	-5.00
Performance Demotion	2	2	-10.50
Promotion	336	334	14.60
Reassignment	82		
Retention Salary Increase	580	580	7.30
Temp Pay: Additional Duties	79	70	8.20
Temp Pay: Special Assignment	9	8	4.63
Temporary Pay: Acting Status	148	141	8.95
Upward Role Change	217	155	9.36
Voluntary Demotion	42	25	-10.13
Change of Duties Bonus	48	48	4.09
Internal Alignment Bonus	3	3	2.66
New Knowledge/Skills/Abilities	62	62	4.08
Recognition Award Leave Hours	1702		
Recognition Award Monetary	1128	1128	0.57
Recognition Award Non-Monetary	78	78	0.24
Referral Bonus Pay Out	7	7	0.77
Retention Additional Leave	4		
Retention Bonus	14	14	4.03
Retention Bonus Pay Out	5	5	6.32
Sign-On Additional Leave	10		
Sign-On Bonus Pay-Out	31	31	2.53
Suggestion Award Monetary	18	18	0.31
Total Actions	7709	5413	4.97

For the first quarter, there were 3,730 base salary increases averaging 7.51%; 302 base salary decreases averaging -7.94%; and 1,394 bonus actions, averaging 0.93%.

Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.

This article continues our series geared toward the interests of managers and supervisors. We encourage you to share this article, tailoring it as you need to satisfy your agency's goals and culture.

The Feedback Sandwich—not as appetizing as we once thought!

The Brain Series—Part 5



Once upon a time, managers were taught to provide feedback to employees in a sandwich format. It looked something like this:



And, it sounded something like this:

This document looks really good and is very well-written! But, I think you should rewrite these 5 areas because they do not seem to flow well. I have noted all the changes in the attached document. Overall, great job and well-prepared!

Before we proceed, take a minute and think about how those statements make you feel. Keep this in mind as you continue reading.

The idea for managers with the feedback sandwich was that compliments surrounding a criticism would help to soften the criticism for employees. By doing this, employees would not walk away from a feedback session with negative feelings because the discussion began and ended on a positive note. The criticism would be “sandwiched” between positive feedback comments, and employees would feel positive about the feedback session. Despite good intentions, this approach is not successful and often does create negative interactions. Let’s explore what happens in our brains when receiving feedback.

Our Brains and Feedback – What Is Really Happening?

Research has debated feedback’s value to organizational performance and market value over the past 50 years. Several studies have indicated that performance feedback processes do not significantly improve performance and often make situations worse. On the surface, providing feedback makes sense – after all, how will employees know what they need to change? We need to step back and examine the biology and structure of our brains. Our brains have two key systems that “manage” things – the Reflective System which is involved in decision making, planning, prioritization, and time management and the Reflexive System that includes survival areas and basic functions like sleep, hunger, breathing, heart rate, and emotion. The Reflective System requires a lot of energy to work while the Reflexive System is more habit based and focused on surviving difficult situations. Feedback is absorbed by our brains as information about self-identify. Therefore, performance feedback can automatically create an emotional situation in people. It is often perceived as threatening because negative feedback diminishes people’s status and can actually create something known as “social pain”. From current research, we are learning

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that social pain impacts the same areas of the brain that physical pain does. So, performance feedback can facilitate a similar kind of pain that we experience with a sprained ankle or broken bone! Once the brain enters this state of “threat”, it is difficult for it to proactively receive and address feedback. The Reflexive System has taken over and the Reflective System is not “strong enough” to overcome it. When people receive critical feedback, they will often withdraw and rely more on automatic processing (habits) rather than seeing an opportunity for change.

The [SCARF Model](#) (Dr. David Rock) is also helpful in understanding brain reactions and functioning during a feedback session. The SCARF Model identifies five key areas for how people (and their brains) interact socially. Here is how it might look with a performance feedback session:

- Status** – Just receiving notice from a manager that it is performance review time or that there is an opportunity to provide feedback can increase the brain’s threat level. Feedback from a “superior” can diminish an employee’s status.
- Certainty** – When walking into a feedback meeting, an employee most often does not know what will happen. This creates uncertainty and increases levels of adrenaline and “fear”.
- Autonomy** – The employee has little or no input into when, where, or how feedback is collected or delivered.
- Relatedness** – The manager who is providing feedback may now be perceived by the brain as an enemy and no longer a friendly colleague.
- Fairness** – The employee will likely compare perceived performance and feedback with what he knows of colleagues’ performance.

It is also important to keep in mind that there can be a multiplier effect when multiple perceived threats occur across these SCARF factors. So, when employees enter into this kind of “threat” state, the brain very quickly becomes overwhelmed, reverts to its Reflexive System, and may interpret feedback as irrelevant. As a manager, you may be wondering how to provide feedback if the brain reacts this way. You may be feeling that if you provide feedback, it will create threats and excessive emotional reactions. And, if you do not provide feedback, how can positive change occur?

In our next Brain Series article, we will share some techniques and methods for approaching feedback that can decrease some of these unwanted brain reactions. In the meantime, we know that the “feedback sandwich” is not effective and any positive feedback is essentially erased by the negative criticism. The brain most strongly reacts to the criticism received because it engages the Reflexive System (our survival areas). So, if you want to avoid angry outbursts or tears in your next feedback session, throw out the “feedback sandwich” and keep these thoughts in mind!

Sources:

Turn the 360 Around

Phil Dixon, Dr. David Rock and Dr. Kevin Ochsner

http://www.davidrock.net/files/Turn_the_360_around.pdf

SCARF 360

<http://www.scarf360.com/about/index.shtml>

The Brain at Work

HR Magazine

<http://www.shrm.org/Publications/hrmagazine/EditorialContent/Pages/3Fox-Your%20Brain%20on%20the%20Job.aspx>

Rounding Time

Prior to 2003, agencies used two charts for rounding time for employees- one for time worked and one for leave time taken. In June 2003, the single chart below consolidated the rounding methodology for recording hours worked and hours of leave taken. This chart was endorsed by the FLSA expert in the Office of the Attorney General. Please ensure that your agency is using this chart consistently when employees record time. For those agencies joining the Time, Attendance, and Leave system in the coming months, this is the rounding chart that will be visible to all users.

ROUNDING TIME		
FROM	MINUTES TO	REPORTING INCREMENT
0 Minutes	2 minutes, 59 seconds	Disregard
3 Minutes	8 minutes, 59 seconds	1 Tenth Hour
9 Minutes	14 minutes, 59 seconds	2 Tenths Hour
15 Minutes	20 minutes, 59 seconds	3 Tenths Hour
21 Minutes	26 minutes, 59 seconds	4 Tenths Hour
27 Minutes	32 minutes, 59 seconds	5 Tenths Hour
33 Minutes	38 minutes, 59 seconds	6 Tenths Hour
39 Minutes	44 minutes, 59 seconds	7 Tenths Hour
45 Minutes	50 minutes, 59 seconds	8 Tenths Hour
51 Minutes	56 minutes, 59 seconds	9 Tenths Hour
57 Minutes	60 Minutes	One Hour

The chart converts minutes to tenths of an hour for work time or for leave time. Salaried employees who are covered by the overtime provisions of the Fair Labor Standards Act (FLSA non-exempt employees) are required to report both time worked and leave taken. In some cases, (e.g., 3 minutes of one category and 57 minutes of the other) the result will not add to one hour. For these employees, the chart should be used to determine the tenths of an hour worked; leave time should be determined by subtracting the tenths worked from one hour. The employee who works three minutes will report 0.1 hour worked and 0.9 hour of leave (1.0 minus 0.1).

In order to make clean breaks between the tenths, the chart indicates the number of minutes and seconds at the upper limit of each tenth. This does not mean that employees are expected to record time to the nearest second. Employees should continue to record time in a manner that is reasonable and consistent with their agencies' administrative policies and procedures.

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Our goal is to provide practical information that supports human resource objectives across the Commonwealth and to encourage innovative strategies in the management and delivery of agency services.

To tell us what you would like to see featured in upcoming issues, contact us using the information on the left-hand side of this page.

New I-9 Form

REMINDER:

Beginning May 7, 2013, employers must only use the new [Form I-9 \(Rev. 03/08/13\)N](#).
Learn more at [I-9 Central](#).



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